Quality of Life & Transformation Underwriting Family Support

DACOWITS
FY03 New Member Training

Aggie Byers
Quality of Life Office
Office of the Deputy Assistant Secretary of Defense
(Military Community and Family Policy

December 3, 2002

President George W. Bush
National Security Presidential Directive/NSPD-2
"Improving Military Quality of Life"

February 15, 2001

"As an initial step in achieving this goal, the Secretary of Defense shall undertake a review of measures for improving the quality of life for our military personnel and provide recommendations for their implementation."

TRANSFORMATION GUIDANCE

"We owe you and your families a decent quality of life." Feb2001

"No aspect of our current defense posture is more worrisome than the decline in the standard of living of our Service members and their families which has taken place in recent years. Reversing this trend

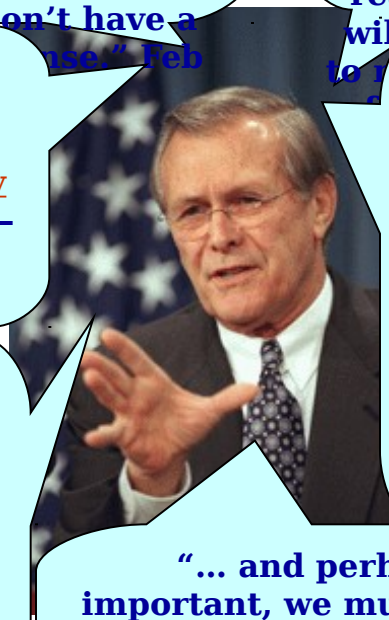
"... legislation addresses important needs of military families, such as improved job training and education opportunities for military spouses and access for home-schooled children of military families to facilities and programs of

"I think the focus has to be on quality of life for the people. Without the men and women that we're able to attract and retain to man the forces, then we really don't have a

"Our compact with war-fighters will address quality of life issues...— like improvements in health care

"...I've asked that we promptly explore the use of tools, ... to ensure our uniformed personnel and their families get the very

"For your dedication and devotion to your noble calling, we thank you. The President has said that our men and women in uniform and their families "are the foundation of America's military readiness." We will



"The family is the foundation of success -- and, in a life of military service, spouses and children are truly active participants. .... They do this each day with little

"... and perhaps most important, we must fulfill our compact with war-fighters and those who support them, one that honors their service and understands their needs and encourages them to make national defense a life-long

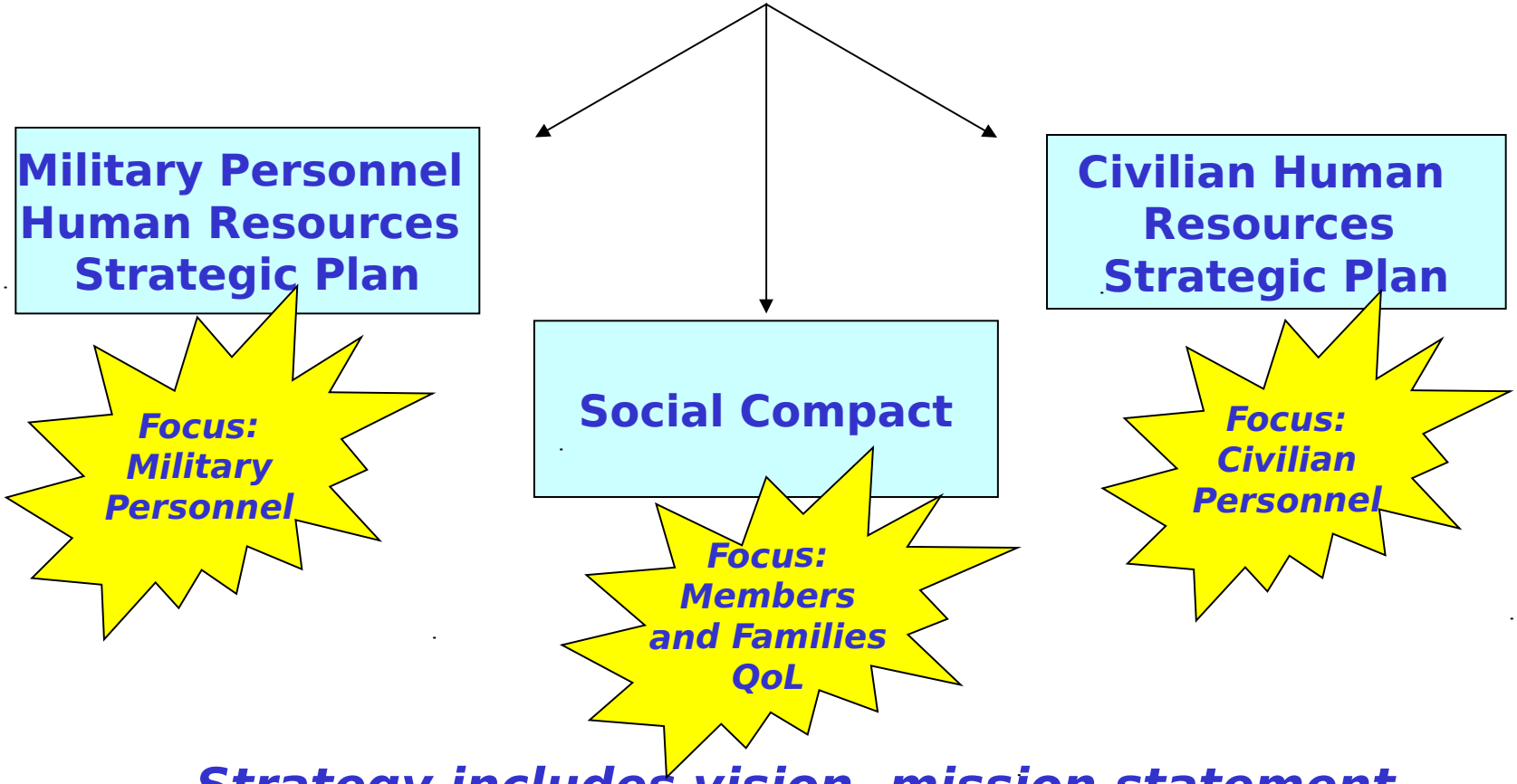
fanfare and

fighters and their families."

Jun 2001

Transformation Strategy

Three Prong Approach


Military Personnel Human Resources Strategic Plan
Focus: Military Personnel
Social Compact
Focus: Members and Families QoL
Civilian Human Resources Strategic Plan
Focus: Civilian Personnel

Strategy includes vision, mission statement, objectives, and metrics

2001 QDR
Terms Of Reference for Quality Of Life

Given the higher aspirations and expectations of the modern workforce and family, how can the Department establish a new social bargain with families; to strengthen quality of life programs and policies, and to improve retention and morale, while reflecting changing demographics?

OPR: ODASD(MC&FP)

Transformation of the Force …Creates Need for a New "Social Compact" with Our Members and Families

Today's laws and policies based on yesterday's environment…

- High School force
- Family separations acceptable
- Few dual career families and more stay at home spouse
- No Internet
- Less complex financial world
- "Company town" mentality

Tomorrow's laws and policies must…

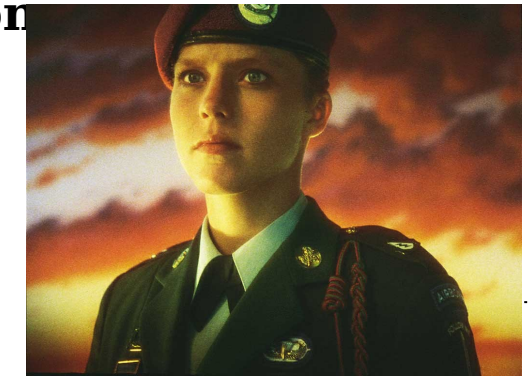
- Keep pace with emerging US social trends
- Meet expectations of new generations
- Address American higher standard of living --housing, medical care and education
- Recognize needs of dual career families and increased diversity

A New Social Compact

http://mfrc.calib.com/socialcompact/

A Social Compact promotes the advancement of the military community through the *reciprocal ties* that bind service members, the military mission and families by responding to their quality of life needs as individuals and as members of a larger community.

Military Mission



Family

Member

Creating a New "Social Compact"

Education

- Increase service member access to education/maximize distance learning opportunities
- Remove barriers for children moving from school to school.
- Review tuition assistance for spouses.
- Institutionalize financial training for military members and families.

Housing

- Focus base housing resources on most vulnerable families.
- Allow junior personnel to live off base.
- Provide web enabled housing referral for the 2/3rds who live off-base (single & married).

Family and Community Support

- Provide appropriate family support.
- Improve spouse employment and career development opportunities.
- Address availability of child care and elder care issues.
- Expand fitness and recreational opportunities in line with new generation's aspirations.

Work Life

- Limit moves.
- Reduce stresses on service members and their families (PERSTEMPO).
- Reduce family separation.
- Improve separation predictability.
- Strengthen Reserve forces employer assistance programs

Health

- Create a world class health system.

"Providing a quality of life to recruit and retain the best."

GOALS OF A NEW SOCIAL COMPACT

A 20 Year Strategy

✓World Class Health Care

- Promote personal responsibility for health through preventive care.
  - Meet beneficiaries expectations for access and quality.
  - Strengthen TriCare management system.

✓Education

- Actively support Service Members and families desire for education.
  - Tuition assistance
  - Dependent schools
  - Barriers to dependent education.

✓Quality Housing

- Housing that meets Service Members' and families needs.
  - Leverage partnerships with civilian communities.
  - Improve access for 2/3rds living off base.
  - Ensure allowances do not require out-of-pocket costs.

✓Work Life Stress

- Respond to Service Members and families rising work life stress:
  - Grow child care
  - Increase spouse employment
  - Campaign for financial literacy
  - Construct and replace sub-standard fitness facilities.

✓Family Support

- Policies and laws that ensure support to families.
- 24/7 Virtual support

✓Communication with Families

- Improve access to Internet and connectivity for QoL services.

✓Employer Support

- Reserve Component

QoL Installation Model

Housing

FAMILY QUARTERS
- DoD owns over 265,000 units

BACHELOR QUARTERS
- DoD maintains over 400,000 spaces

OFF-BASE QUARTERS
- 2/3rds of the force live off-installation

PRIVATIZATION
- 16,800 Units

Human Services

CHILD CARE
- 170,000 spaces in centers at 300 locations & 9,000 homes

YOUTH CENTERS
- 476 centers

FAMILY CENTERS
- 262 centers

FAMILY ADVOCACY
- 302 FAP Programs
- 302 New Parent Support-Standard Programs, 151 New Parent Support-Plus Programs
- Child and spouse abuse prevention and treatment

TRANSITION
- 213 locations

RELOCATION ASSISTANCE
- 262 locations

CHAPLAINS
- 2,757

CASUALTY ASSISTANCE

FUNERAL HONORS

Recreation & Resale

MORALE, WELFARE & RECREATION
- 469 Physical fitness
- 255 Libraries
- 453 Outdoor rec centers
- 176 Golf courses
- 604 Clubs
- 319 Bowling centers

COMMISSARIES
- 30% savings on groceries
- 281 World wide (94 Overseas)

EXCHANGES
- 12 million patrons & participants
- 82,000 employed

Education

TUITION ASSISTANCE/ VOLUNTARY EDUCATION
- 304 Education Centers
- Tuition Assistance
- Troops to Teachers
  24 state offices

IMPACT AID
- Basic Assistance to heavily impacted LEAs based on per capita Mil Dep Students

PARTNERSHIPS
- Support for the transition of 750,000 military dependent students in public schools.

DEPENDENTS SCHOOLS
- 76,000 OCONUS students
  (155 Schools)
- 35,000 CONUS students
  (69 Schools)

Competing with the American Labor Market

A high quality of life is critical to compete for

talent in the American labor market and

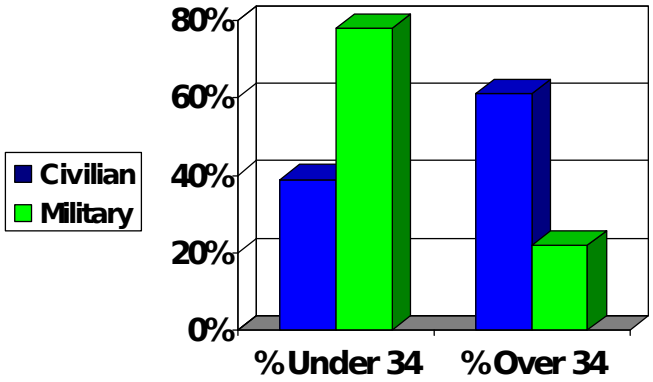
employees expect:

- ✓ opportunities for growth
- ✓ organizational commitment to the welfare of individuals and family
- ✓ institutional support for work-life balance

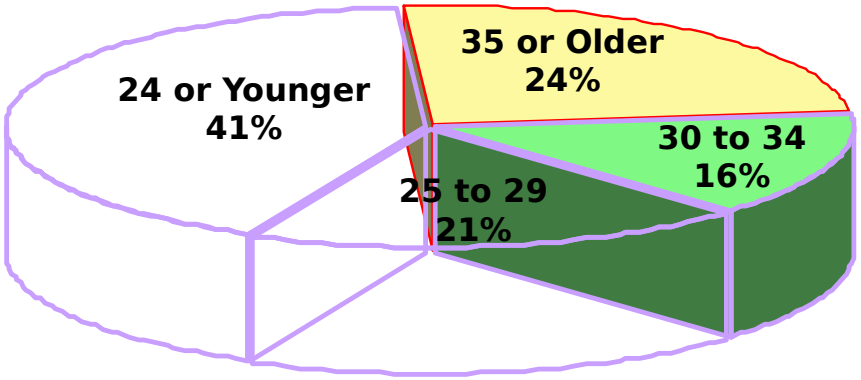
Age of Military vs. American Workforce

A Young Military Force:

78% of the military work force is age 34 or younger; by contrast, only **39%** of the American civilian work force is age 34 or younger.



Age of Military Population



Total DoD Active Duty:
1,358,899

DMDC, January 2001
U.S Census Bureau: Statistical Abstract of U.S., 2000

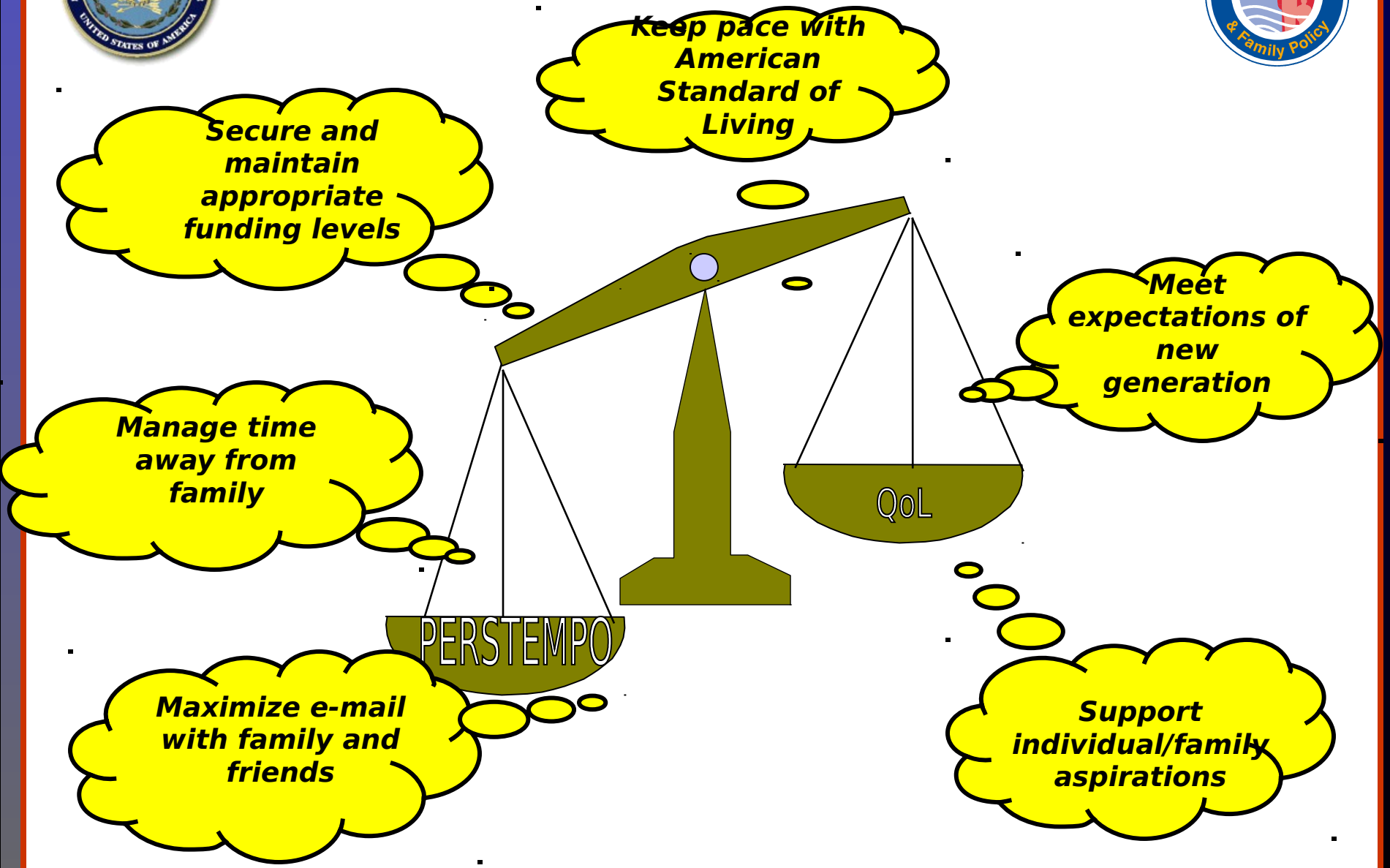
A New Generation of Americans

- **78% of Military is age 34 or younger.**
- **Young people say they want:**
  - *Work life balance*
  - *Pay for performance*
  - *Coached style leadership - not management by fear*
  - *Meaningful work*
  - *Training for the mission - not the long haul*
  - *Flexible schedules*
  - *Make family the #1 priority*
  - *Ability to leave and come back*
- ***Employers of choice:***
  - *Family Support: toll free consultation, child care, pet care, elder care*
  - *Wellness Services: athletic facilities, on-site health clinics and services*
  - *Recreational Services: travel, relocation, entertainment*

Military Past Paradigms No Longer Address Today's Problems

- Increased TEMPO
- More family members (3.3M)
- Frequent separations
- 87% of jr. enlisted spouses employed or seeking work
- Increased diversity drives a multi-cultural quality of life support
- Exponential national increase in health care costs and expectations
- Higher educational expectations for member and family
- Instantaneous communication is expected
- Progressively complex financial environment
- Reliance on Reserve Component

Balance Work/Life


Keep pace with American Standard of Living
Secure and maintain appropriate funding levels
Meet expectations of new generation
Manage time away from family
QoL
PERSTEMPO
Maximize e-mail with family and friends
Support individual/family aspirations

Improve Family Support Work / Life Balance

WORK

- Family Separations
- Frequent Moves
- Inability to communicate with family and friends
- Overseas Assignments
- Removed from Extended Family

LIFE

- Housing
- Medical Services
- Mobile spouse jobs and skills
- Educational Opportunities (Job skills)
- Transitioning children from school to school
- Montgomery GI Bill for spouses
- Voluntary Education for Troops
- Child Care

24/7 TELEPHONIC & INTERNET EMPLOYEE ASSISTANCE PROGRAM

Underwriting Family Support for Deployment and Mobilization

24/7 Family Support

Augments Family Support System

Toll Free, On-line Assistance (24/7)

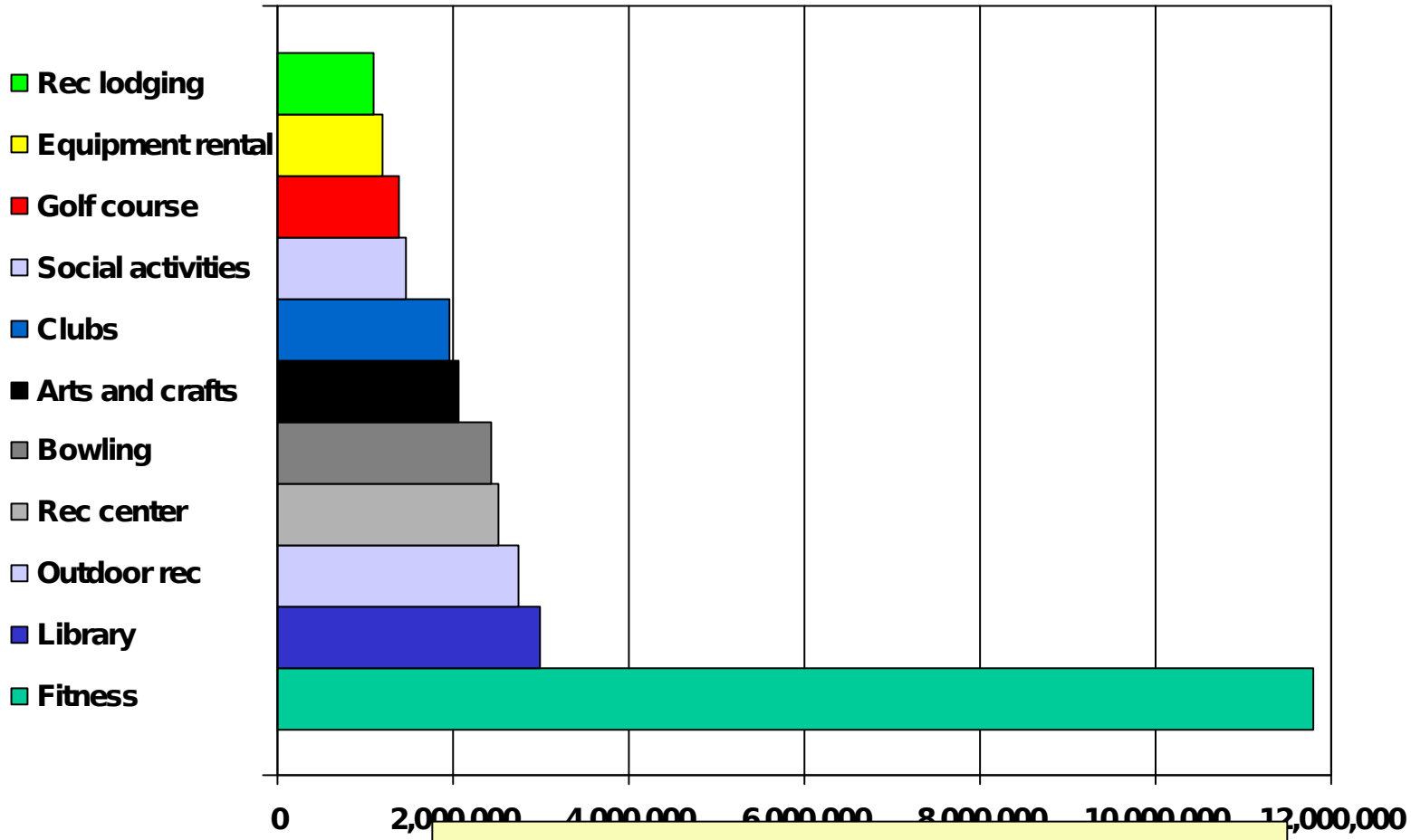
Situational Assistance, I & R, Linkages to Civilian & Military Resources

Focus on Reserve Component and the two-thirds of military families living off base

24/7 Family Assistance

- ✓ 24-hour ***live*** access to masters-level consultants
- ✓ "One stop shopping" - integrated Work/Life
- ✓ Research component
- ✓ Strong technologically -- infrastructure set up to handle high volume of service with redundancy in systems
- ✓ Multi-lingual services
  - Web-page in English or Spanish
  - Capacity to translate to 130+ languages
  - Monitored topical chats on scheduled basis
- ✓ Telephonic assessments
- ✓ In-depth knowledge of wide range of civilian community laws, policies and resources
- ✓ Advocacy
- ✓ Mechanism to push community and health promotions
- ✓ Customized service

MWR Facility Usage



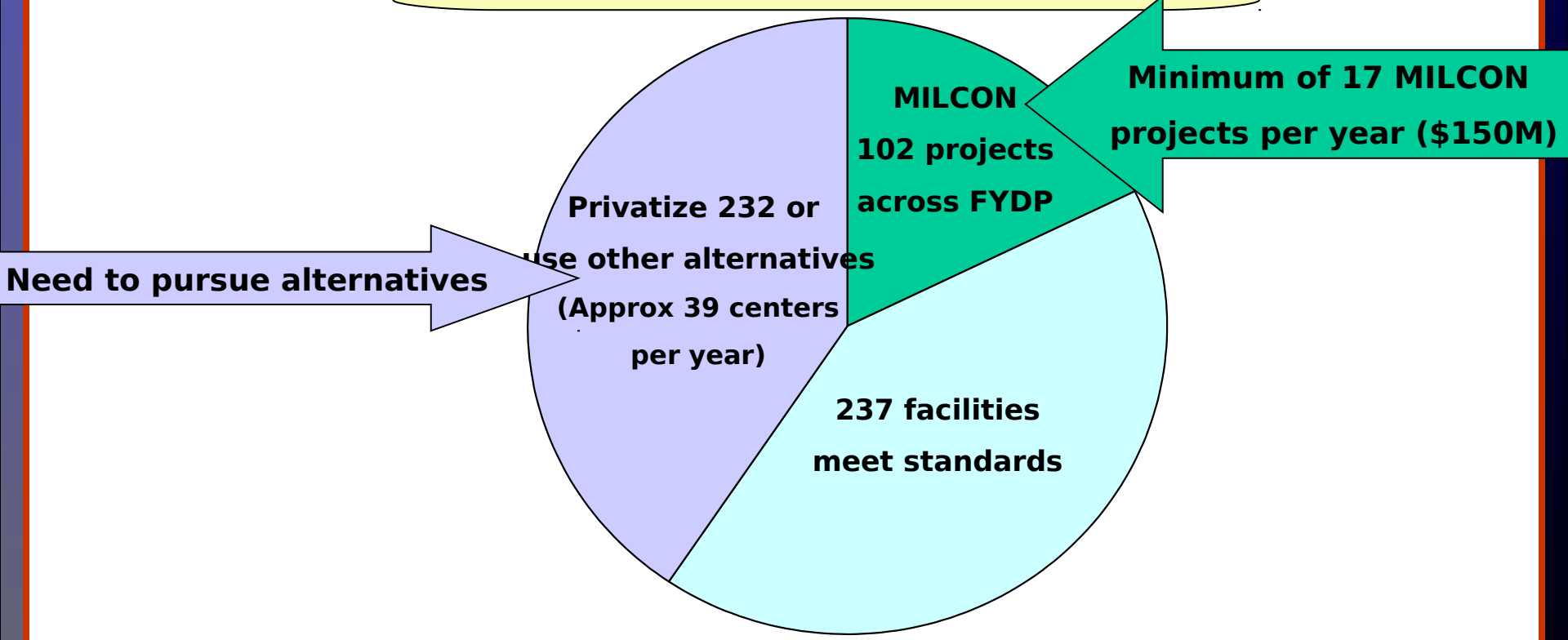
Fitness is most used MWR facility

Represents the approximate nu[illegible]mbers.

Source: 1999 DMDC Active Duty Survey.

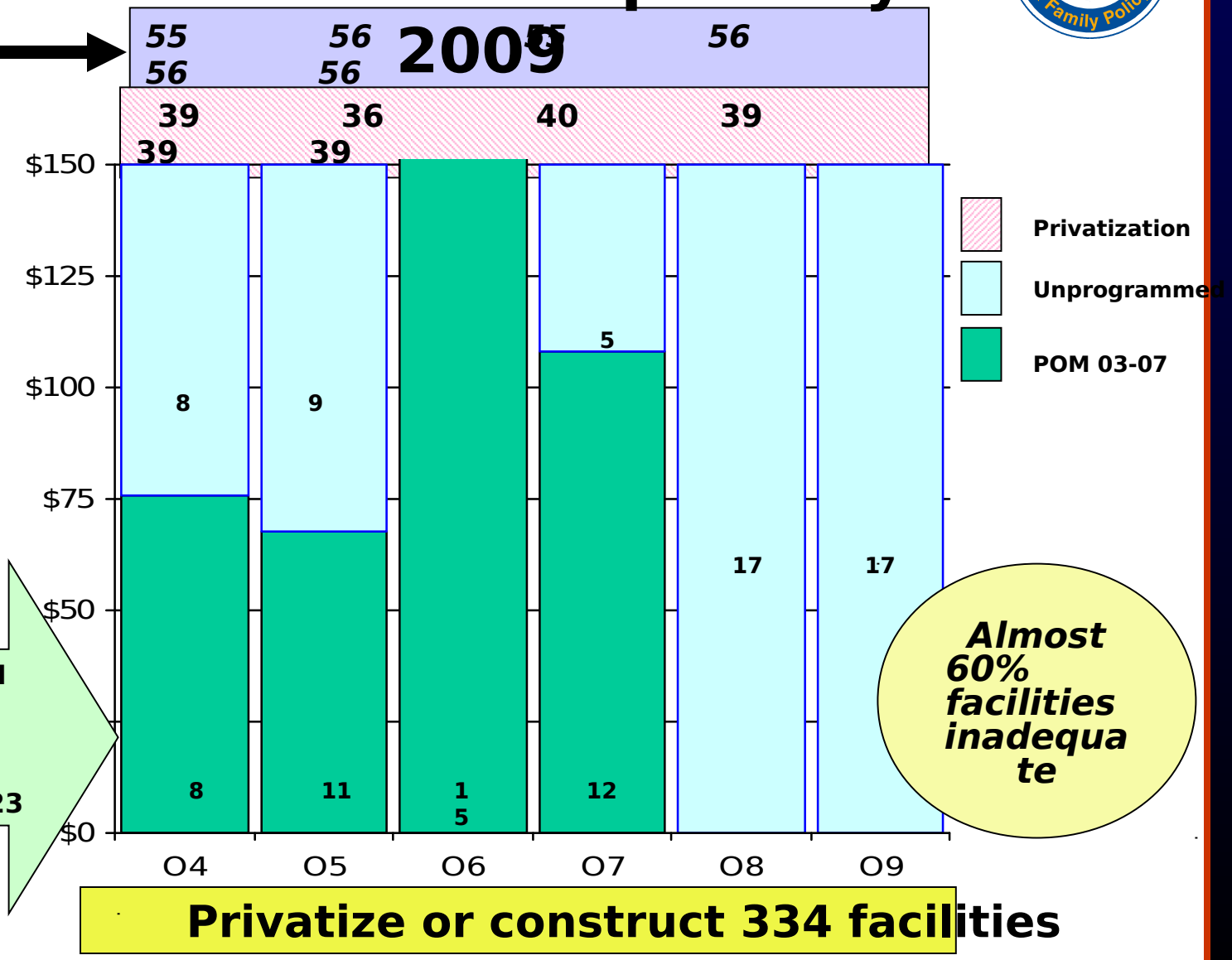
Alternative to Eliminate Inadequate Fitness Facilities

6 year fitness facility plan


Minimum of 17 MILCON projects per year ($150M)
MILCON 102 projects across FYDP
Need to pursue alternatives
Privatize 232 or use other alternatives (Approx 39 centers per year)
237 facilities meet standards

100% (571) fitness facilities will be adequate in FY 2009

Goal: All 571 DoD Fitness Facilities Are Adequate by FY 2009

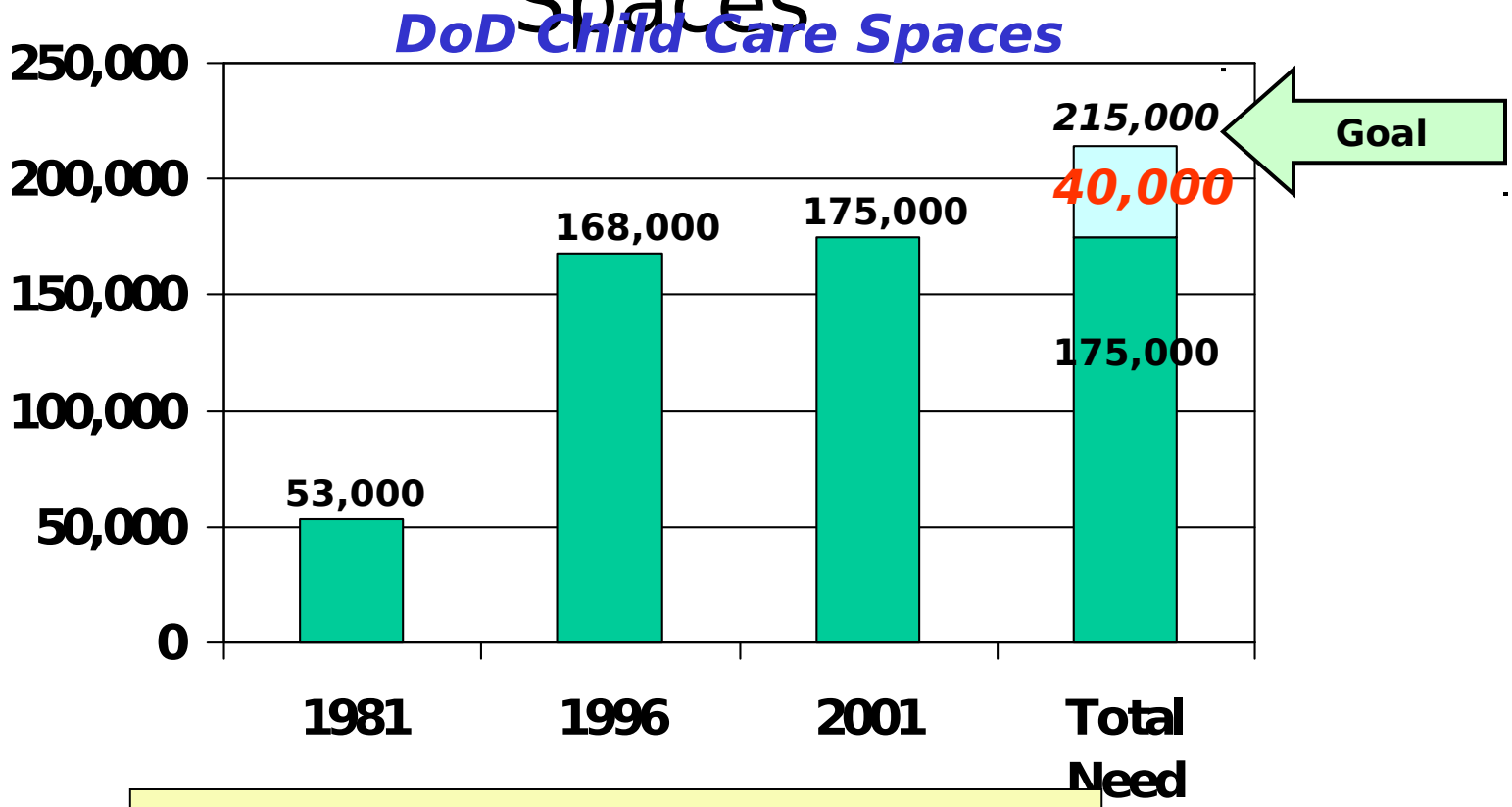


At $150M MILCON annually backlog would be resolved by 2023

Almost 60% facilities inadequate

Privatize or construct 334 facilities

Child Care Goal – 40,000 Additional Spaces



Slow Program Growth

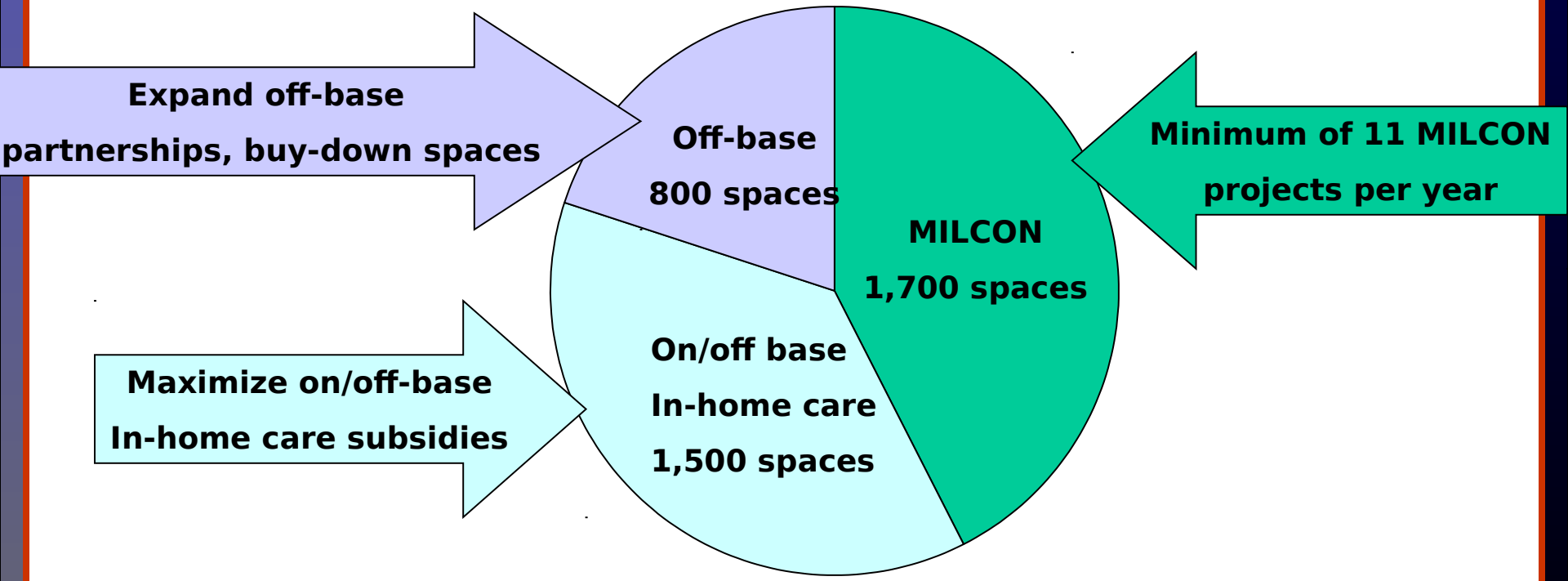
Only 2 MILCON projects in FY03

Source/1981 = GAO Study "Military Child Care: Progress Made, More Needed"
Source = Military Services Annual Child Care Reports

10-Year Child Care Growth Plan Proposed

10 year child care growth plan

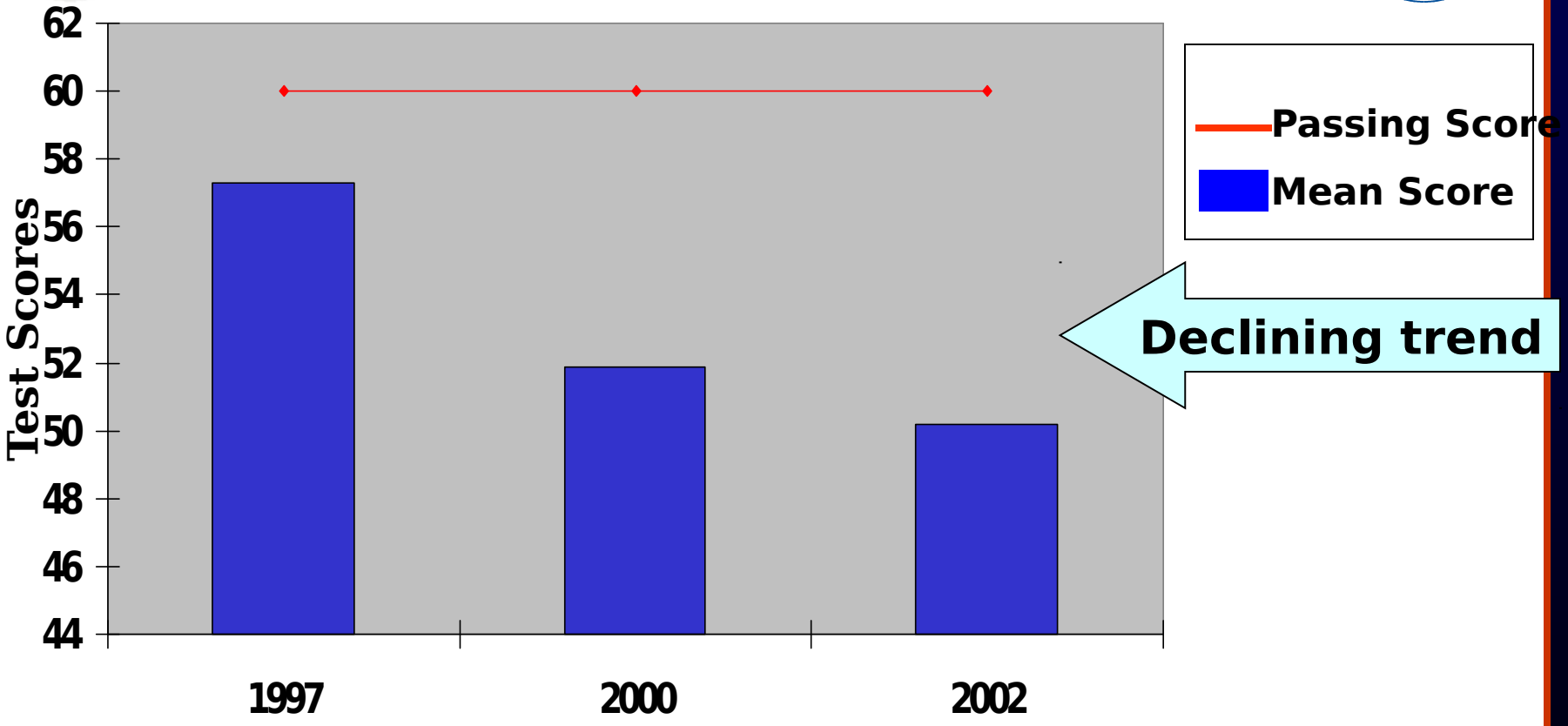
4,000 additional spaces per year



$42M per year investment

results in 40,000 spaces in 10 years

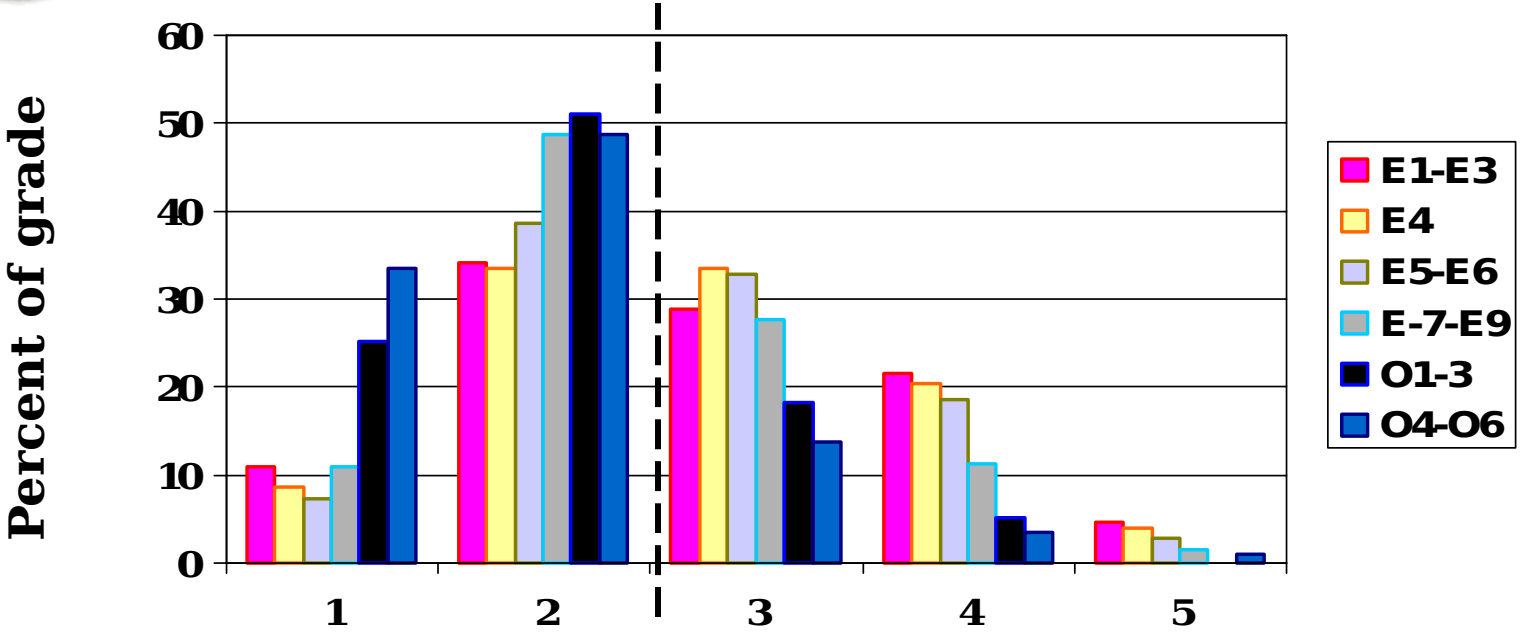
Financial Aptitude of Graduating High School Seniors Declining



Indicator of the level of financial literacy of new recruits

Source of Data: Jump$tart Coalition for Financial Literacy nationwide survey measured 12th graders' level of knowledge of personal finance basics and compared the results with those from similar surveys conducted in 2000 and in 1997 by the coalition. The researcher for all three studies was Lewis Mandell, Ph.D., professor of finance and managerial economics at the University at Buffalo School of Management.

Self Reported Assessment of Financial Well-Being (by Grade)



1 = Very comfortable and secure

2 = Able to make ends meet without much difficulty

3 = Occasionally have some difficulty making ends meet

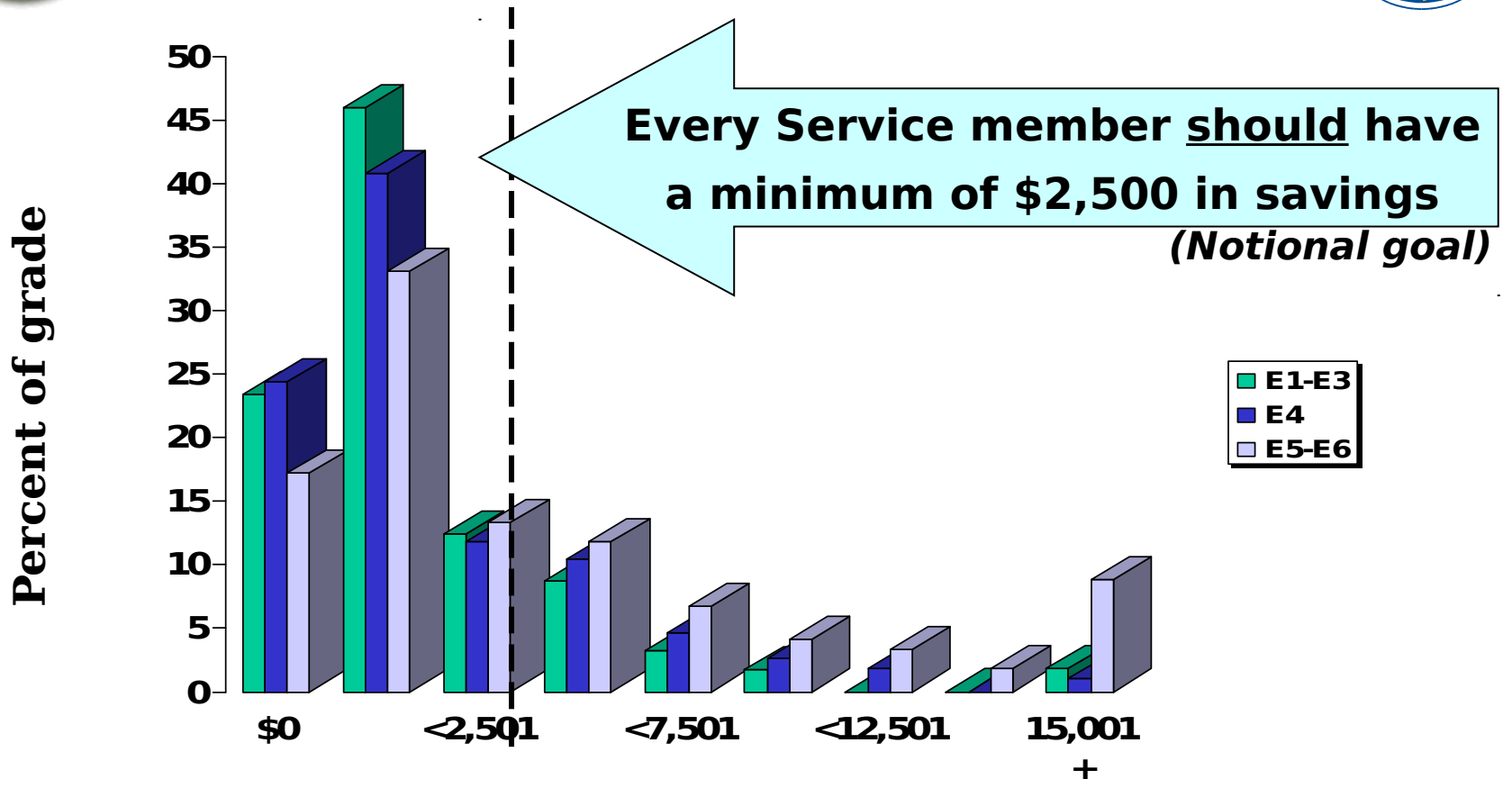
4 = Tough to make ends meet but keeping your head above water

5 = In over your head

Almost half self report having financial difficulty

Source: DMDC 1999 Active Duty Survey

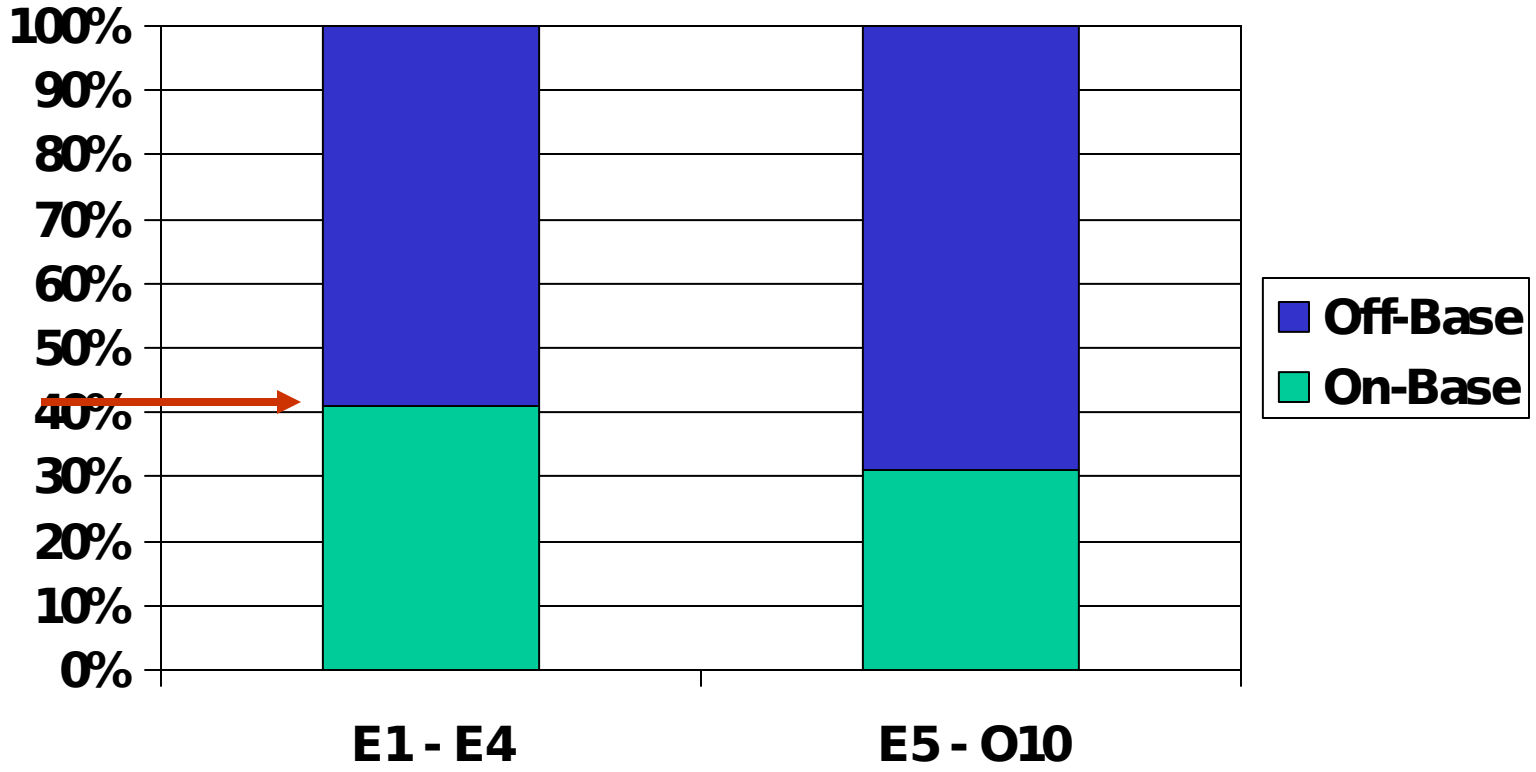
Savings Behavior - Junior Enlisted



A financial literacy campaign would improve savings behavior

Source: 1999 ADS survey

Married Housing Policy: Jr. Enlisted Issue



41% married Jr. Enlisted live on-base

More study required

Source: DMDC

Spouse Employment

Today's Environment…

- Many military personnel make retention decisions based on financial well-being.
- Since military spouses contribute more to their families' income than their civilian counterparts, spouse employment is key to the financial well-being of military families.
- Spouses face unique employment challenges, including frequent relocations.
- Relocations make it difficult to complete education, sustain a career, and amass retirement benefits.

Tomorrow's Programs, Policies and Procedures Must…

- **Ensure internal policies promote spouse employment goals.**
- **Provide a consistent level of services sufficient to support a robust, well-rounded program.**
- **Implement external partnerships to turn current spouse employment challenges to opportunities.**
- **Integrate military spouses into dislocated worker and training programs, and ensure their priority status with respect to federal telework opportunities.**
- **Activate and market a website to disseminate needed employment information**

military spouse employment program that affords every spouse the opportunity to develop or become employed.

MODERNIZATION OF THE SOCIAL COMPACT
Functional Areas

- Underwriting Family Support (Employee Assistance Program)
- Collaborations with Local Education Agencies
- Child Development Services
- Youth Development Services
- New Parent Support and Family Advocacy
- Commissary Benefits
- Exchange Benefits
- DoD Education Activity
- Financial Literacy
- World Class Health Care
- Housing
- Jr. Enlisted Housing Assignment Alternatives

- Libraries
- Fitness
- Recreational Opportunities
- Employer and Family Support for Reserve Forces
- Spouse Employment
- Technology & Connectivity
- Voluntary Higher Education Opportunities
- Equal Opportunity – Hispanic Representation in the DoD Workforce
- Volunteers/Freedom Corps
- Mobilization, Deployment & Reunion Support
- Transition
- Exceptional Family Member Program

THE NEW ADMINISTRATION
OMB

Mitchell E. Daniels, Jr., Director

"There are a number of people in Washington who appear to have attended the Debby Boone School of Public Policy, where the school song is, 'It Can't Be Wrong If It Feels So Right.' "Well, it is not enough for a program to feel right to have a nice title...If the performance isn't there, we ought to be looking for a better place to make that investment."

Mitch Daniels, January 24, 2002

Building Blocks of QoL Metrics – 3 prong approach

1. **Modernize the Social Compact and create quality of life index**
   - **Set program goals**
   - **Establish metrics and targets**
   - **Identify resources to accomplish goals**
   - **Determine the gap or unfunded requirements**

2. **Develop a commitment index over time**
   - **Measures: Affective ("I want to stay"); Normative ("I ought to stay") and Continuance ("I have to stay")**

3. **Establish a baseline Per Capita and measure improvement based on achievement of Social Compact goals.**
   - **For example: $1,500 per capita in the budget versus $2,000 requirement in Social Compact**
   - **<u>Programs include</u>: MWR, Child Care, Youth, Family Services, VolED/TA and Exchanges (Transportation)**
     - ***Future will include: DoDEA, Commissaries, Family Advocacy, Relocation and Transition Assistance***

Track QoL Improvements - 3 Prong Approach

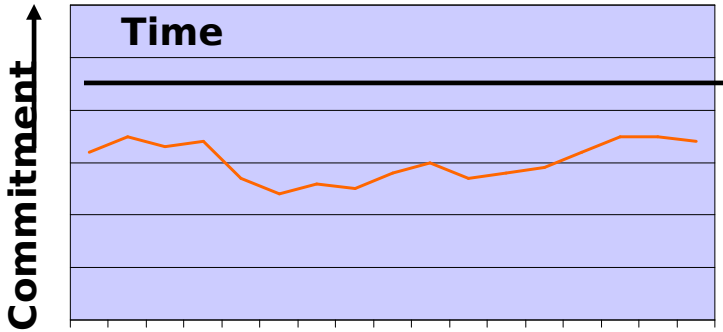
1. QoL Social Compact Improvement Index

Program	Goal	Rating (1-10)	Weight	Results
Child care	2,500 spaces/yr	7	.10	Yellow
VolEd/TA	Zero out of pocket	8	.18	Green
Housing	42.3% Adequate	5	.2	Red

Notional

Rating: *Yellow*

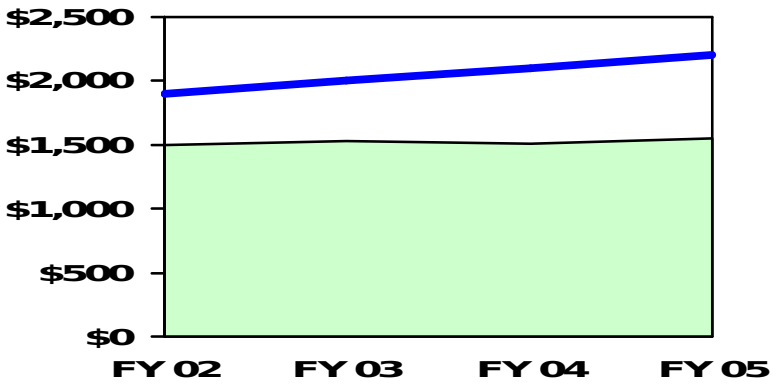
2. QoL Commitment Index



Notional

Rating: *Yellow*

3. Community QoL Per Capita



Target

Actual

Requirement/ Target

Notional

Rating: *80% = Yellow*

Programs include: MWR, Child Care, Youth, Family Services, Exchanges & VolEd/TA

Secretary of Defense Instrument Panel

Quality of Life Per Capita Baseline

Community QoL

- **MWR**
- **Child Care**
- **Family Centers**
- **VolEd**
  - **TA**
- **Exchanges**
  - **Transportation**
- **Youth**

Defense-wide QoL

- **Commissaries**
- **FAP**
- **TAP**
- **RAP**
- **DoD Schools**

Active Duty End Strength

QoL Per Capita

Target QoL Per Capita & Unfunded Requirement

TRANSFORMATION STRATEGY FOR QUALITY OF LIFE

The New Social Compact

"KEEPING PACE WITH EMERGING US SOCIAL TRENDS"

MORE EDUCATION/SPOUSE EMPLOYMENT

- 100% Tuition Assistance & increased ceilings
- MGIB – limited opened benefits to families – very expensive
- Foster in-state tuition for members, spouses & children
- Recertification/Certification
- Training in transferable fields (technology/ Health)
- Hispanic focus for ESL
- Obtain unemployment compensation for spouses.
- Require contactors to give hiring

UNDERWRITE FAMILY SUPPORT

- Transform Family assistance 24/7 (1-800)
- Improve communication with families via Internet
- Grow child care – short 40,000 spaces
- Address youth-at-risk
- Increase reserve mobilization support
- ☑ Review options to provide family & marriage counseling outside TRICARE
- ☑ Provide confidential victim advocacy
- Address Hispanic awareness

NO CHILD LEFT BEHIND

- ☑ Foster Impact Aid
- Improve special ed
- Identify & target influencers to improve support

FINANCIAL READINESS

- Encourage savings/TSP
- Manage credit cards/debt

Accumulate wealth

COMMUNITY BUSINESS TRANSFORMATION

- Streamline commissary workforce
- Revitalize Fitness
- Library
- Lodging
- Employer support for the Guard and Reserve

Legislative language/approval
✓State legislation
☑Policy

HOUSING ASSIGNMENT TRANSFORMATION

- Reduces on-base family housing footprint
- Surveys show new generation that wants to live off-base
- Change the cultural paradigm
- Shift singles to off-base eliminating billions in construction & sustainment
- Migrate E-1 to E-4 to on base - most vulnerable population
- Shift officer & enior enlisted to off base
- Encourage home ownership

TRANSFORMATION STRATEGY FOR QUALITY OF LIFE

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- Obtain unemployment compensation for spouses.
- Require contactors to give hiring preference to spouses

UNDERWRITE FAMILY SUPPORT

- Transform Family assistance 24/7 (1-800)
- Improve communication with families via Internet
- Grow child care – short 40,000 spaces
- Transform Child care workforce
- Address youth-at-risk
- Increase reserve mobilization support
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FINANCIAL READINESS

- Encourage savings/TSP
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Accumulate wealth

COMMUNITY BUSINESS TRANSFORMATION

- Streamline commissary workforce
- Efficencies in Exchanges
- Uniform funding for MWR
- Revitalize Fitness
- Library
- Lodging
- Employer support for the Guard and Reserve

Legislative language/approval
✓ State legislation
☑ Policy

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The Modernization of the Social Compact

"FOUNDATION FOR A QOL INDEX"

Equal Opportunity
- Increase Hispanic representation in DoD

World Class Health Care
- Promote personal responsibility for health through preventive care.
- Meet beneficiaries expectations for access and quality.
- Strengthen TriCare management system.

Education
- Spouse Education
- Collaborations with Local Education Agencies
- DoDEA Schools
- Voluntary Higher Education Opportunities

Underwrite Family Support
- Policies and laws that ensure support to families.
- Model Youth Programs
- New Parent Support
- DoD-wide 24/7 Family Assistance
- Exceptional Family Member Program

Deployment, and Reunion Support
- Transition Management
- Freedom Corps/Volunteers
- Fitness
- Libraries

Communication with Families
- Improve access to Internet and connectivity for QoL services.

Reserve Component
- Family Support
- Employer Support

- Refocus Jr. Enlisted Families to On-Base
- Provide Single Jr. Enlisted Off-Base Alternatives
- Leverage partnerships with civilian communities
- Assistance with Home-Finding Off-Base
- Ensure allowances do not require out-of-pocket costs.

Financial Well-Being
- Child Care
- Financial Literacy Campaign
- Spouse Employment
- Commissary & Exchange Benefits